

# **Human Capital Strategic Planning for the DoD-wide AT&L Workforce**

## **Working Group Meeting (WG04-1)**

**September 24-25, 2003**





# Agenda

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## Wednesday, 24 Sept

- 1230 Opening Remarks and Introductions - HCSP Working Group**
- 1245 Overview of HCSP**
- 1300 Overview of Acquisition Data Initiatives**
- 1400 Break**
- 1415 Discussion: Data & System Requirements to Support HCSP**
- 1545 Closing Remarks**
- 1600 Meeting Adjourned**

## Thursday, 25 Sept

- 0800 Opening Remarks/Working Group Norms**
- 0815 HCSP Meeting Planning**
- 0830 Discussion: Identification & Definition of Issues**
- 0930 Break**
- 0945 Discussion: Tackling the Issues**
- 1115 Next Steps/Closing Remarks**
- 1130 Meeting Adjourned**



# **Overview of Human Capital Strategic Planning (HCSP)**



# Background of HCSP for DoD AT&L

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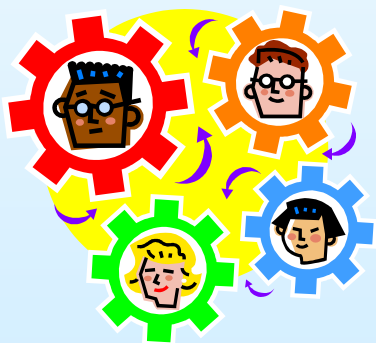
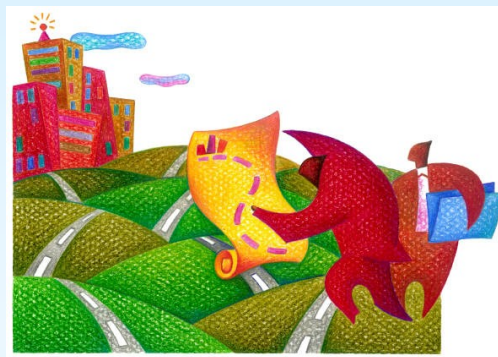
- **Acquisition 2005 Task Force Report (Oct 2000) - “Shaping the Civilian Acquisition Workforce of the Future”**
  - Assessed current state of DoD AT&L Workforce “retirement crisis” and shift in expectations of Acquisition Workforce
  - Provided 31 recommendations, including Strategic Planning and Workforce Data Management
  - Recommendation #1: “Develop and Implement Comprehensive, Needs-based Human Resource Performance Plans for the Civilian Acquisition Workforce”
  - Plans were defined as first step in Workforce Shaping
- **Workforce Shaping**
  - Provide the right mix of people and skills
  - Align the workforce with the strategic mission of the organization
  - Mitigate the projected “talent drain” caused by impending retirements



# Elements of HCSP

## ■ Strategic Intent

- Assess functional and corporate strategy
- Assess environmental changes that will impact workforce



## ■ Workforce Characteristics

- Determine critical characteristics for future workforce (future desired distribution)
- Assess current inventory of these characteristics
- Quantify future expected inventory based on workforce trends



# Elements of HCSP (cont'd)

- **Gaps**
  - Quantify gaps between future expected inventory and future desired distribution of workforce characteristics
  
- **Policies and Practices**
  - Design policies or practices to eliminate the gaps





# HCSP 2001 - Present

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- **AT&L provided procedural and strategic intent guidance**
- **Components developed individual plans**
- **AT&L evaluated Component plans and provided briefing to USD [AT&L] and USD [P&R]**
  - First cycle of strategic plans submitted Aug 01
  - Second cycle of strategic plans submitted Oct 02
  - Third cycle of strategic plans submitted Jul 03
- **No link to DoD Civilian HR Strategic Plan**
- **No link to PB-23 or DoD budget cycle**



# Refined Guidance

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- **USD (AT&L) Policy Memo (Oct 2002)**

- HCSP should result in comprehensive set of HR management policies and practices that align the structure, culture, and characteristics of the workforce with the organization's strategic intent
- Components will establish a convincing business case to justify necessary resources to implement policies and programs
- HCSP will serve as a lynchpin of the President's Management Agenda
- Components will prepare annual Civilian AT&L HCSPs which support and directly correspond to the goals, strategies and objectives of the DoD Civilian Human Resources Strategic Plan
- Components will reflect the HCSP findings in their annual PB-23 workforce budget display submissions





# Guidance from 2003 Cycle

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- **USD (AT&L) Memo: Guidance for Enhancements to Human Capital Strategic Planning Process (Aug 2003)**
  - Assign dedicated workforce planners with the right competencies and with continuity.
  - Capture the top-line total of the future desired AT&L workforce, as well the breakdown of the four career fields.
  - Determine what impact planned competitive outsourcing will have on the top-lines above, i.e., how will competitive sourcing be used, along with civilian workforce changes, to meet requirements.
  - Create business models that translate strategic guidance into needed workforce skills.
  - Develop a data system that captures competencies and/or skills; as well as modeling and forecasting tools.
  - In an FY 2004 End-of-Cycle Review, include the status of any actions resulting from the first two planning cycles.



# Requirements for Enhancing HCSP

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- **Integrated, reliable data systems and dynamic modeling tools**
- **Mitigation of the challenges posed by parsing the Acquisition Workforce and conducting planning for individual career fields**
- **Stronger senior & mid-level management support**
- **Increased formal communication and collaboration among OSD and Components**
- **Clear alignment with P&R and OPM**



# AT&L HCSP Today

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- **Refined approach**
  - One AT&L HCSP
  - Collaborative working group
- **Movement toward a link with DoD budget cycle**
- **AT&L HCSP Supplement to DoD-wide HR Strategic Plan and Annexes**
- **Exploration of competency management**
- **Making data and modeling requirements explicit**



# Overview of Acquisition Data Initiatives



# Workforce Data Initiatives

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- **Making System changes to DCPDS**
  - Adds an area to capture all DAWIA certifications
  - Add capability to batch update workforce data from Components' systems
  - Planned testing and roll-out in Nov 03
- **Beginning to work with OSD(P&R) on DIMHRS to ensure acquisition data will be captured in the future military personnel system**
- **Creating a Tool for Managers to identify their acquisition positions and associated data**
  - Need to fix how data is being entered into the personnel systems...incomplete and not accurate
  - May need to take other steps such as providing training, checklists or software add-ons, such as the Army's "Gatekeeper" system



# Workforce Data Initiatives

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- **Development of a prototype Data Warehouse that will be evolved into a future workforce management information system**
  - This could be the data source for inventory projection or other types of models
  - Can be used to collect and store workforce competencies
  - Can be used for other analysis to support Human Capital Strategic Planning
- **Creating Overarching program plan that captures all of the tasks needed to reach the desired end state—improved workforce data (quality and access)**



# **Discussion: Data & System Requirements to Support HCSP**



# Data Requirements by Element

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- **Strategic Intent**
- **Workforce Characteristics**
- **Gaps**
- **Policies and Practices**





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# Day One Adjourned